Thoughts on The Military, the Environment and a Different Pair of Dimes

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30th Energy and Environment Symposium

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The Challenge

- **Where do we want to be in 10 years?**
  - Balanced and Sustainable Country and World
  - Strong Military
  - Viable Ecology
- **How do we get there?**
  - Clear, Understandable, Measurable, Acceptable Goals & Metrics
  - Mutual Understanding
  - Respect for Each Other – personally, professionally and across organizational boundaries
  - Understand the Baseline (how do we really do things)
  - Recognize the Cost of Doing Business
  - Focus on results – minimizing process

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Context

- **The Constitution**
  - Establishes the need for a Military
    - **“…provide for the common defense..”**
    - With that comes the obligation to properly organize, train and equip our soldiers, sailors, marines and airman
  - An Obligation to preserve and protect the Country
    - **“…promote the general Welfare….”**
    - Our culture, resources and the environment
- **The Nation’s Laws & Regulations**
  - Responds to what we believe is the best way

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Alternatives for the Future

- **Continue current program with legal compliance as a ceiling**
  - adversarial relationship
  - Relatively easy to sustain
  - Known costs
  - Focuses on individuals and interest-groups
  - Process oriented
- **Recognize a need to work together with legal compliance as a foundation**
  - Hard to implement ~ risk taking everyday ~ Empowerment
  - Align accountability, authority, responsibility with the mission
  - Puts the desired results first

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Five Phases of America and the Environment

- **Discovery** – to the Lewis and Clark Expedition
- **Exploitation** – the 1800's - 'Manifest Destiny"
  - Industrial Revolution
  - Resource Exploitation
- **Conservation** – around 1900 – with Yellowstone Park, the Fish and Wildlife Service, the Refuse Act of 1899, but also Development
  - "harness the natural resources" ~ Hoover Dam
- **Environmentalism** – Early 1960's – an awakening that all was not in balance – and needed to be
  - Built on Specific Interests in response to specific situations & beliefs
- **Sustainability** – realization in the late 1990's that all is not in balance – and still needs to be
  - Resources are finite
  - Needs are many – and expanding

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Military and the Environment A Long History

- **External**
  - Exploration & Early Engineering
  - Civilian Conservation Corps
  - Earth Day, Vietnam and the Military
- **Internal**
  - Natural Resource Conservation Award Since 1963
  - Environmental Cleanup Since the Mid-1970's
  - Proactive Land & Air Management Since the 1970's
    - AICUZ
    - Intergovernmental Coordination
    - NEPA Implementation
- **Overall – the Military is figuring it out, but….**

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The Military's Organization By Pillar

- **Cleanup**
  - Past Activities
- **Environmental Quality**
  - Compliance
  - Pollution Prevention
- **Conservation**
  - Natural Resources
  - Cultural Resources
- *Safety*
- *Occupational Health*

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Issues

- **How the military organized to focus on the Environment -- is not the way to achieve:**
  - Total Cleanup completion
  - Sustainability
- **How can we really Mainstream the environment??**
  - The operator recognizes the need but
  - In many ways it is still ‘over there’
- **Challenge – Align Need, Authority, Accountability Responsibility and Mission Performance**
- **Where are we?**

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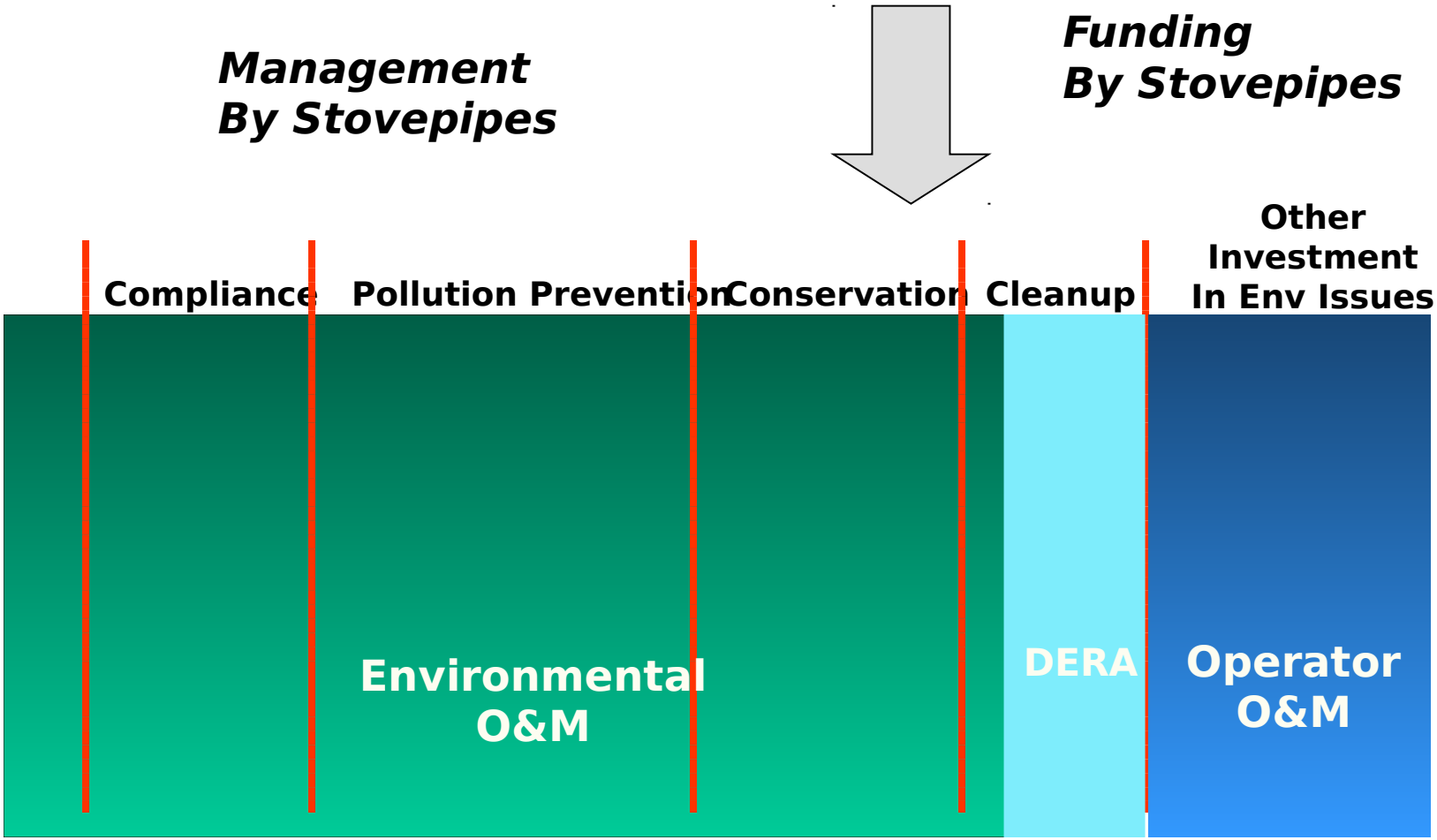
The Current Paradigm
The Four Pillars



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Funding for Environmental Cleanup

	Policy	Scope	Problem
Hazardous Substances	Before 1986/1984	Only Listed Substances	Emerging Constituents
Unexploded Ordnance	Before 2002	Exclusive of Operational Ranges	Buried Abandoned on Ops Ranges
Building Demolition & Debris Removal	Before 1986	Only FUDS	Installations Closed after 1986

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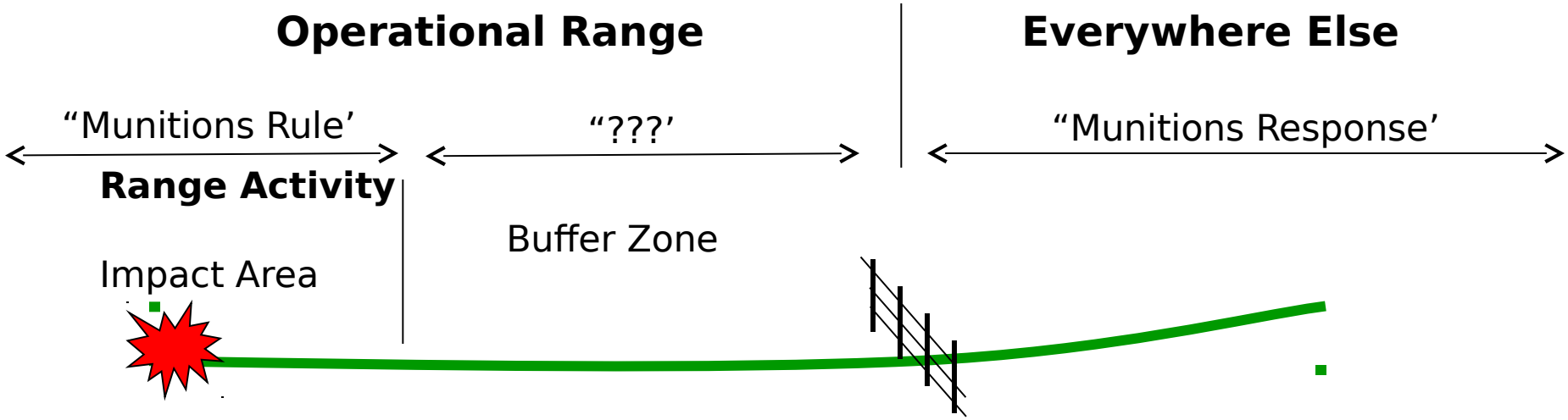
Funding for Environmental Quality

Level/Class 0	Recurring Operations	Funded Legal Driver
Level/Class 1	Out of Compliance	Funded Legal Driver
Level/Class 2	Going out of Compliance	Not Funded* Opportunity Cost
Level/Class 3	Enhancement (doing the right thing – and moving out of the need for compliance activities	Not Funded* Opportunity Cost

*Since about 1996

Unexploded Ordnance Funding & Authority Alignment



Munitions Intended Use	Buried/Abandoned Munitions	Buried/Abandoned Munitions
Operational Range Clearance		Munitions Response Activity
Proposed RCRA/CERCLA Exclusion	RCRA Applies	RCRA/CERCLA Apply

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Other Program and Financial Issues

- **Natural Resource Damage Assessment**
- **Landfill management**
- **Value of real property**
- **Value of assets & who is responsible for them**
  - Natural resources
  - Land
  - Cultural resources
- **Pollution credits & markets**

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Organize for the Future

- **Focus on Resources and Mission**
- **Chief Financial Officers Act**
  - Capitalize on both Liabilities and Assets
- **Align responsibility, authority, accountability**
  - Operate and negotiate from a position of strength
- **Know how technology can help**
  - Hard technology
  - Management process technology ~ How do we think and manage
- **Partnerships**
  - Internal ~ Align the ‘loose coalition’
  - External ~ Invest in relationships & listen

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Understand What things Cost & Their Value

- **Activity Based Costing**
  - Accounting for all that it takes
  - Recognizing all the liabilities
- **Life Cycle Costing**
  - Alternative analysis
  - Time value of money & scheduling
- **Zero Based Budgeting**
  - Basic, Sustained, Enhanced
- **Environmental Management Accounting**
  - Asset Management
  - Liabilities

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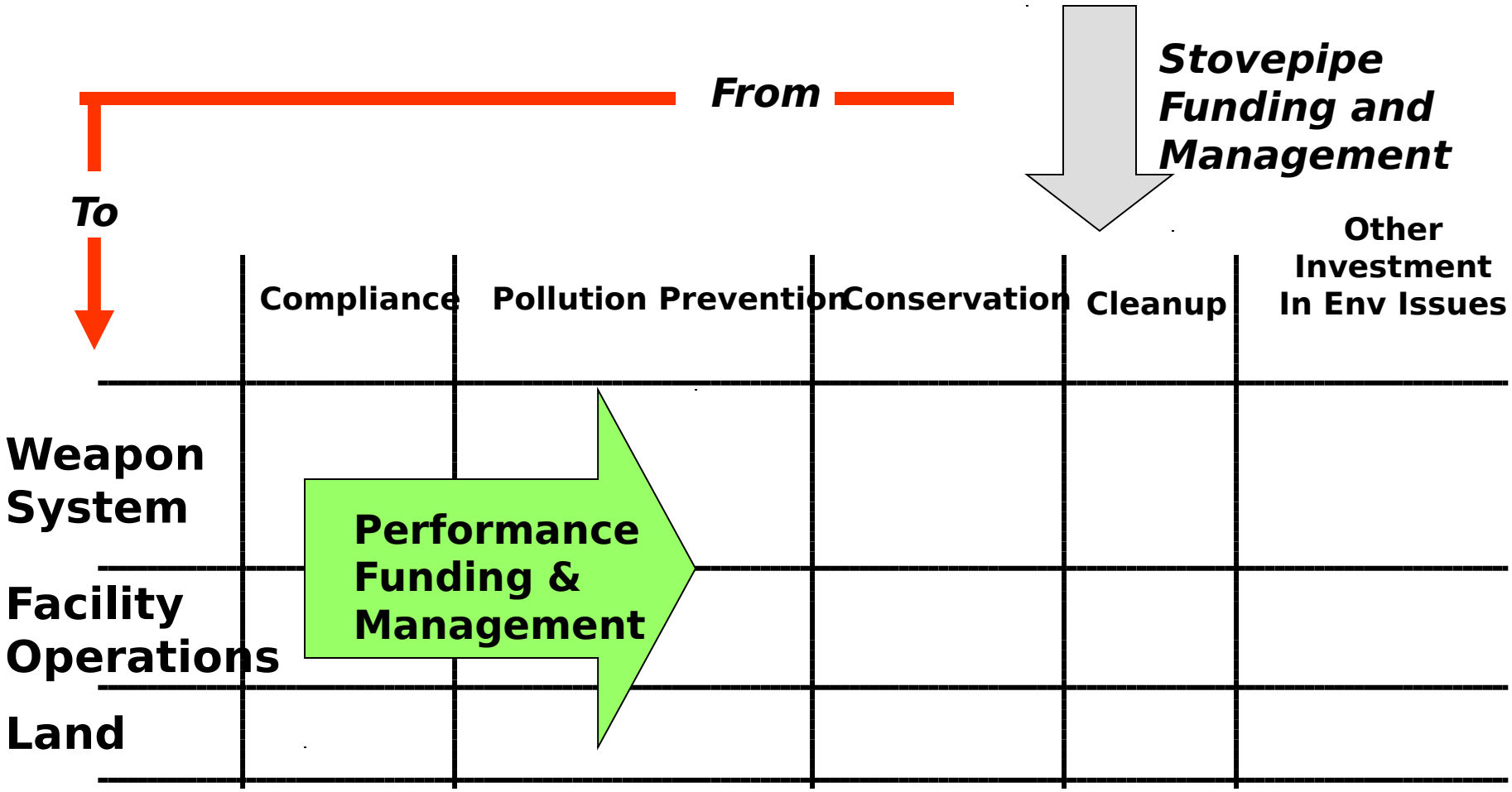
Understanding Decision Points

- **Weapon System Product Teams**
  - Include environment like “maintainability,” “reliability,” and other ‘ilities”
- **Functional management by Mission Owners**
  - All inputs to sustain the mission and manage outputs
- **Performance Based Cleanup**
  - Move ROD to the end of the remedial investigation phase
  - Cleanup is cleanup
  - Remediation and Restoration

Changing the Paradigm



Environmental Paradigm for Sustainability

Environmental SOH Management Systems

Weapon Systems

Sustainable Weapon System

Compliance
Safety
Pollution Prevention
Occupational Health

NEPA – change management tool

Facility Operations

Sustainable Platforms to Train and Deploy Fo

Compliance
Safety
Pollution Prevention
Occupational Health
Contemporary Cultural Resource Conservati

Base Comprehensive Plan – change management tool

Land

Create and Sustain Viable Training Landsca

One Cleanup Program
Safety & Occupational Health
Natural Resource Conservation
Historical Cultural Resource Conservation

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What Else is Needed?

- **Policy Alignment**
- **Metrics**
- **Science**
- **Education and Training**
- **Partnerships**
  - Regulatory Base
    - Texas Environmental Partnership
  - Regional Base
    - Southwest Strategy
  - Interest Base
    - Munitions Response Committee
    - Water Forums

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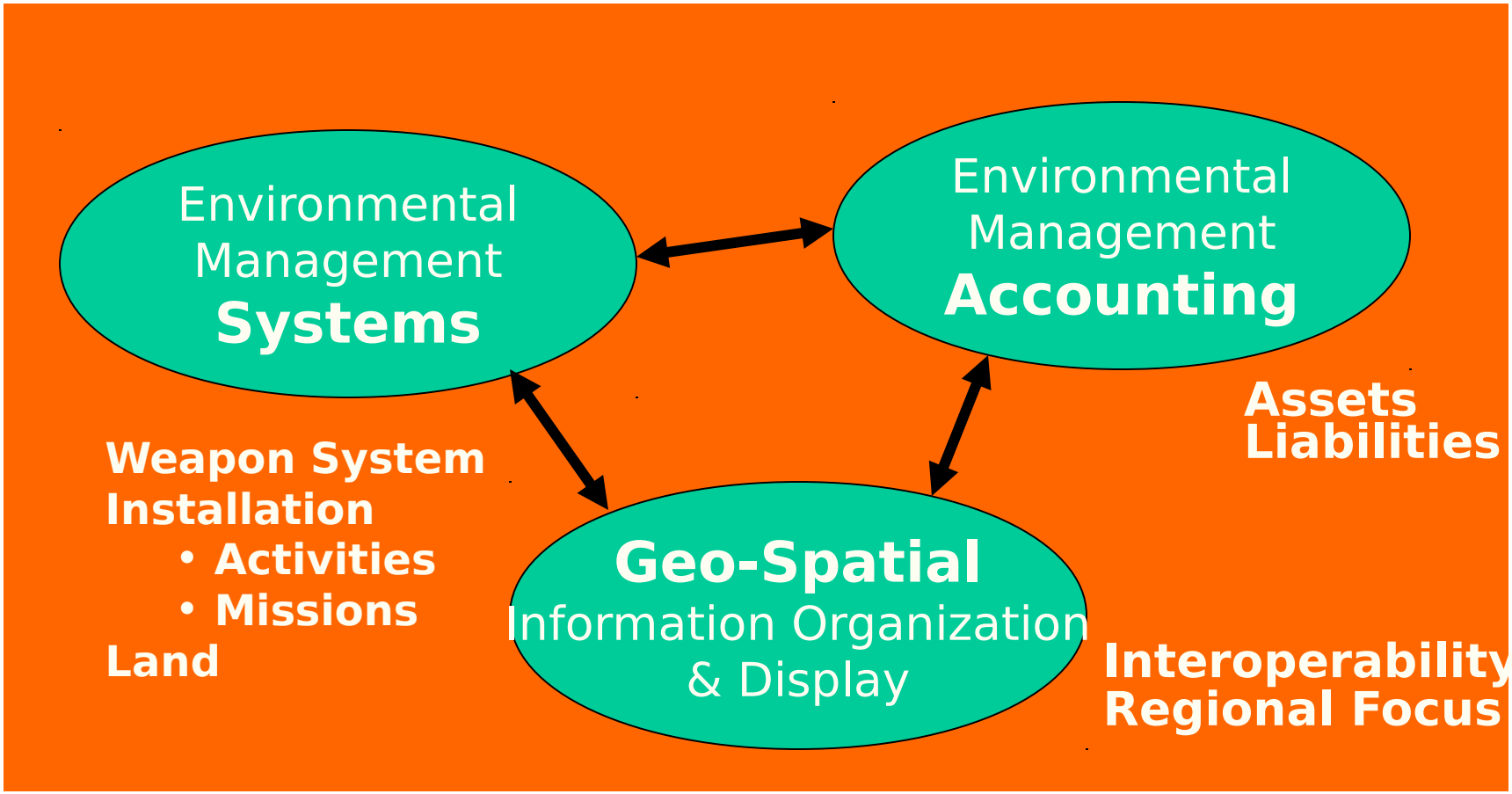
Environmental Management Decision Support



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The Way Forward

- **We are in this together…**
- **The Solution**
  - …..is not thru functional interests…..
  - It is achievable thru respect and by recognizing
    - The need for an activity ~ and who is responsible
    - The alternative ways to achieve the activity
    - The costs (direct, indirect, monetary, perceived)
    - The desired results
  - And relies on the ‘mutual gains’ that can be achieved thru wholistic management

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Building Trust
By Doing the Right Thing!

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